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SUMMARY OF

BRIEFING PAPER

Agency Promotion Policy

In the CIA, selection for promotion is competitive, based on evaluation and ranking at least annually in comparison to the employee's peers and judged on performance, qualifications, experience and value to the Agency.

This system is designed to promote on excellence rather than on the current position grade. The individual promoted above grade position must be properly reassigned within two years.

Recruiting for the Agency is done centrally by the Office of Personnel. Once the employee has entered on duty, he/she has historically been the responsibility of the parent career service. In 1973 the Agency conducted an extensive review of the different practices among the then 23 career services. As a result, in 1974 these services were reduced to five under direct supervision of the Deputies and the delegated head of the DCI or E service. There still remain some differences due in part to the unique requirements of the particular services. The Office of Personnel continues to monitor these with a view to increasing uniformity as practicable.

Statistics from the FY 1976 Annual Personnel Plan showed that 26 percent of the Agency was promoted, of which 10 percent were "fast track" - about half the time in grade of the others. This figure compares favorably with government and private corporations. The DDO as a career service has a comparatively smaller "fast track" record (6 percent).

Following Executive Advisory Group discussion in October 1976, the regulation on promotion policies [ ] attached) was revised. The regulation now uniformly establishes that promotion is competitive and based on the qualification to undertake higher level responsibilities.

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The Agency's Personnel Development Program, conducted annually, is designed to force Directorate management to identify and prepare executive talent from GS-13 up for high level (GS 16-17) jobs as they become vacant. Additionally, in 1977 this plan has been enlarged to include nominations from all career services for some [ ] key senior positions. The Agency has, since 1974, even with hiring slowdowns and ceiling reductions, managed to increase the number of young senior officers. Employees GS-13 to GS-18 aged under 40 rose 15 percent (10 percent for DDO).

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An employee survey in August 1976, two and one-half years after the inception of the present personnel management system, showed sufficient negativism and confusion to trigger many new initiatives in Agency personnel management.

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Employees judge their progress by comparison with peers in the Agency and outside in government and industry. The average DDO officer spends somewhat more time between promotions in senior grades. The average GS-14 in the DDO is 46, compared to 44 in the DDI.

Steady reductions in personnel since 1968 have been achieved mainly by attrition and controlling the influx of young officers. Attrition of professionals in the CIA is 6 percent, compared to 15 percent Government-wide. While the overall promotion rate for the Agency is 26 percent annually, promotion of GS-14's for 1976 in the DDO was 15 percent; GS-15's, 10 percent; and GS-16's, 2 percent. It is little better in the other directorates. Should there be further reductions, especially in supergrade ceiling, the picture will worsen.

A recent survey on morale in the Agency shows factors other than promotion which discourage the young employee. Slow progress in promotion may not be the root cause for discontent, but a discontent generated by other factors may easily focus on promotional problems. Years of cutbacks are beginning to take a toll.

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